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PT/S 66-3351

LTR 6409

To: All School and
Staff Chiefs

1 JUL 1966

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Fr: DTR

MEMORANDUM FOR: See Distribution

25X1A SUBJECT : 1966 [REDACTED] Support Conference

Attached for your information is a brief set of notes which I
have prepared on some of the principal topics discussed at the recent

25X1A [REDACTED] Support Conference. Attached also is a summary of the

minutes of the Conference prepared by [REDACTED]

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SIGNED R. L. Bannerman

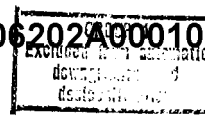
R. L. Bannerman
Deputy Director
for Support

25X1A 2 Atts:
Att 1: [REDACTED] Support Conference Items
25X1A Att 2: Minutes - Far East Support Conference
[REDACTED]

Distribution:

- 1 - ExDir-Comp
- 1 - ER
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will be treated as requisitions and PRA will be encumbered to cover the cost of the resupply shipments before they are made. In addition, the stations will review their stock level requirements to confirm that they are valid and necessary in relation to the programs they are designed to support. The action thus assures proper review of resupply agreements and certification of availability of PRA when "requisitions" are submitted. However, it does not reduce in any way the ability of [REDACTED] to provide stock items promptly in support of these programs.

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I discussed the above with [REDACTED] on 31 May 1966 and it was agreed that the action taken was necessary in order to maintain current financial records of these program support activities.

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2. Support Planning for Southeast Asia Programs

At the Conference I raised a number of questions as to the form, degree, and extent of the planning being done in connection with support for the various on-going and new programs in Southeast Asia. The Support Officers present advised that they have been submitting support planning requirements for the various programs, but generally these turned out to be form reports required periodically in normal station operations. It was the general feeling of the Officers, however, that the mere fact that such reports are being rendered means that headquarters is collating them and developing the information they contain into overall, long-range planning requirements. The group was assured that this is not the case. The point was made that it would be much more effective for the Support program (logistics, communications, finance, medical, personnel, etc.) if each station would develop a plan covering its entire program requirements in detail, time-phased over the fiscal year and with projections beyond that for programs of a continuing nature. This would permit Support elements at headquarters and at [REDACTED] to plan more accurately on a long-range basis the yearly requirements involved; and all headquarters components, including PPB, could put cost factors against these requirements. Such action would permit an early and current determination as to whether adequate funds are available to meet program requirements or whether adjustments in these programs would have to be made.

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I expressed the above to [REDACTED] who agreed in principle that such planning would be very beneficial. It was stated that a number of planning documents in dispatch form were received from Saigon in the course of the past year. These, however, are in a more abbreviated form than is desired for comprehensive planning purposes

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and do not necessarily lend themselves to full dissemination so that all Support elements are working from a clearly defined planning base and each is aware of the other's requirements. Of particular importance in this area would be the establishment of a single, approved level of program activity so that all concerned could plan their support from a fixed, agreed-upon basis. At the present time there are sufficient changes and conflicting statements as to program levels that Support officers must frequently work against wide variances in the desired support requirements. Jack Blake of Logistics and [REDACTED] of PPB will look into this in more detail on their current field trip through Southeast Asia. [REDACTED] will also consider this further in an effort to determine the best method of obtaining the planning information desired.

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3. Category Z Travel

All representatives at the Conference indicated satisfaction and approval of the Category Z travel program. They noted limitations on its use when travelers must make stopovers en route that are not permitted under Category Z. But they regard the program as quite useful provided Stations have flexibility in determining when Category Z will be applied.

4. Commuted Travel

All representatives expressed great interest in commuted travel and were anxious to see it extended wherever possible.

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FAR EAST

SUPPORT CONFERENCE

25X1A

24 - 27 MAY 1966

(NOTE: Forwarded for your review and recall, this summary is neither official nor regulatory. Our apologies if you have been misrepresented or misquoted.)

WEDNESDAY, 25 MAY

25X1A 1. Welcome: [REDACTED]

25X1A Greeted conferees and discussed facilities available at [REDACTED]. Advised, somewhat apologetically, that per diem on the Base is \$9, less quarters; is \$16 only at other parts of the [REDACTED]. Displayed board in conference room with cables from all stations posted, available to delegates at all times and to be serviced throughout the day.

25X1A 2. Opening Remarks: Mr. Robert L. Bannerman, DD/S

25X1A Thanked [REDACTED] for services made available to conference. Stated that a similar conference was held in [REDACTED] during April attended by some 20 representatives from all over Europe. No critical problems compared with those facing FE stations. Was well received and considered worthwhile.

Discussed general Headquarters atmosphere and the manner used for approaching problems. Team concept working well. There is more interchange of information between divisions; regular briefings permit airing of problems which might otherwise be issues. New approach is considered good by everyone.

Regarding the Organization's image, recent publicity has revealed very little of our sensitive activity. Changing somewhat the previous "no comment" policy, the Director is establishing better rapport with members of the press; his briefings on our management features have been very beneficial. Some preventive press activity has also been exercised by prompt denial of preposterous press reports, such as the Boy Scout invasion of the installation report. Using recruiting as a barometer, our image is generally good.

Continue to be hard pressed for money principally because of SEA program. Everyone urged to consider necessity for careful and efficient planning of programs. With money tight, budget has to be carefully geared; constant review of programs and heedful planning of people, money, time and materials is more necessary now than ever.

25X1A In addition to SEA, heavy emphasis on [REDACTED] has resulted in creation of [REDACTED] Task 25X1A Force. Many conferences are directed towards [REDACTED] problem and soul-searching about what is already known or what must be sought to prevent [REDACTED] making a move without 25X1A our knowledge. Organization probably has greatest reservoir in all government of 25X1A [REDACTED] experts and knowledge.

Much concern in DD/S regarding rising workloads and insufficient personnel. To meet crises at hand, planning of sufficient lead time is needed to cope adequately with problems. An improved DD/S reporting system is a definite requirement. Also hope to augment DD/S personnel T/O. In recent DD/P reorganization, opinion was unanimous in desire to have DD/S officers as new executive officers in the DD/P divisions. DD/S is pushing management training with increased needs for generalist types. Highly trained support officers are in demand all over the Organization.

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The Office of Personnel is increasingly going the contract route in personnel procurement; present requirements just cannot be satisfied due to staff ceilings. However, many temporary requirements are more properly met by contract personnel. If a sudden lack of need for these people arises, reductions can be effected without upsetting central staffing program. Here again, one of principal needs of Headquarters personnel officers is adequate planning in the field--accurate estimates of newly acquired personnel. At other end, we hope to provide much assistance to employees who are retiring. Approximately 80% of these people will seek placement assistance; about 85% will want to stay in the Washington area.

25X1A Training, heavily pressed to provide the service thrust upon them, is handling a
25X1A record number of students at [REDACTED] particularly in PM training for SEA programs. [REDACTED] needs additional facilities. Support School has been created, amalgamating all support and management types of courses.

Also hit by increased heavy workload, Medical Staff will have to expand as requirements expand. By fall, all pre-employment physicals and dependent medical examinations will be held in one of newly acquired buildings in Rosslyn. Superannuated personnel also receiving closer looks from medics; however, in addition to medical problems of the aging, annual physicals are also revealing medical problems of which individuals perhaps have been unaware.

Security has organized industrial security program which promises to save tremendous amount work previously generated. In technical security, a new but rather simple device is nearly developed which will considerably reduce problems of sweeps. To be made available as soon as possible.

Increase of close support teams and setting up of new bases mark commo operations. Have been a number of developments in KY-3 system, including a switch addition which permits dialing other subscribers. . . . Logistics have come in for special thanks from the military for cooperation during recent crises. Are constructing new printing services building on main campus. . . . Finance also burdened by sharp increases in requirements. New system authorizes Finance to mail paychecks directly to individual's home. Are engaged in study to reduce accounting of small vouchers along with other studies to limit detailed control of records.

25X1A Mr. Bannerman vouched for splendid performance of support elements in Headquarters, but asserted that field components, particularly those in and those supporting SEA, have been commended repeatedly by the Director and Chief, [REDACTED] Professionalism has been excellent.

25X1A [REDACTED]

25X1A [REDACTED] of Logistics graphically traced the rise of logistical supply which, by February 1966, exceeded the highest mark ever reached by [REDACTED]. Will ship approximately 28 million pounds by end of year. Iterated need for quick information from stations of their plans which will require materiel, and reminded stations' obligation to report excess items to [REDACTED]. Cited alternate locations of procurement

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an individual an excellent fitness report, and then in separate correspondence ask to have the man moved out. Keep Headquarters advised of problem cases; don't send man home and then send cable. Also echoed Mr. Bannerman's theme that it is incumbent upon station support chief to aid COS in tackling sensitive personnel problems, not just attempt to contain them; that [REDACTED] looks to support chief as station manager and expects him to keep COS and Headquarters advised early of personal problems involving station personnel.

25X1A

THURSDAY, 26 MAY

25X1A 10. Planning, Programing and Budgeting Concept: [REDACTED] O/PPB. Related the growth of PPB in government and establishment of Office of PPB in Headquarters. Most troublesome portion is programing. New system calls for a PPB-type exercise each year replacing old system; during the year stations will probably receive account changes which may be confusing, but Headquarters is gradually bending present structure around to correspond with PPB and provide us a sound financial accounting system.

While all components have presented fairly detailed narratives, additional information has been and will be sought to explain programs in terms of needs over next few years. Narratives are also to include alternate ways to accomplish the mission.

Another new element calls for each office and division to distribute resources and manpower according to targets over the next five year period, although these targets will not be submitted to Bureau of Budget. Headquarters also will spend more time in analyzing effort and measuring effectiveness which, by the 1968 budget, should provide the best program ever presented.

When principles of PPB and its instructions are submitted to the field, all stations should fire any queries, or question what appear to be gaps in PPB, to Headquarters immediately--and not assume everything has been worked out perfectly in Headquarters.

11. Personnel Development: Mr. Emmett Echols, D/PERS

a. PAY BILL. Represents interesting conflict between CSC, BOB and Congress. CSC desires revolutionary change in handling Federal employees by requesting annual package deals including fringe benefits. President goes along with across-the-board 2.85% pay bill beginning on or after 1 July 1966, but which calls for only 2% in top three grades. Because of fall elections, Mr. Echols predicts passage of the bill. There are some minor fringe benefits tied to the legislation.

b. RETIREMENT. Organization expects passage of legislation to permit payment of annuities day after retirement rather than first of month following date of retirement. Also seeking authority to reemploy annuitants of our retirement system to build up trained cadre of retired personnel; this would permit annuitant to retain retirement pay and that portion of his new salary which combined would not exceed the individual's terminal salary upon retirement. Retirement statistics for past year: 22 have requested early retirement with average age of 52.9 and average grade of GS-12.9; 17 have reached mandatory retirement with average age of 61.8 and averaging GS-13.1; two disability cases; and 10 deaths in service from various causes. Retirements are expected to increase steadily from now on. There has been no directed retirement. A retiree placement program has been instituted, providing counsellor and reference service, preparation of employment resumes, leads to employment, and introductions to prospective employers.

c. LEAVE AND OVERTIME. Annual and Sick Leave Act has been amended providing for a "no charge to leave" for period not to exceed one year for accidents sustained abroad as a result of hostile activity. This retroactive to 1 January 1965. Legislation is being enacted to legalize our present overtime payment practices. CSC actively considering sick leave benefit problem; four proposals presented providing recognition to those with large sick leave balances.

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d. AWARDS PROGRAM. Much activity and emphasis in this field. Proposal for Crimson Heart medal, similar to military's Purple Heart, for civilians who receive bodily injury requiring hospitalization due to hostile action. Not quite adequate for us. Also have proposed Exceptional Services Certificate to be awarded persons for service or hardship during periods of crises. An Exceptional Services Medal also suggested for those who incur severe disability, injury or death in the service of the Organization. Some of these will doubtless be approved in a few weeks.

e. INSURANCE. Developing plan for extended coverage beyond resignation date for employees who have had UBLIC insurance 10 years or more; would provide paid-up policy for remainder of life at no cost. Those retiring before age 60 would be permitted to carry all or portion of present coverage until age 60 by paying regular premium rates. Anyone retiring at 60 will be able to receive extended coverage on insurance in amount up to \$5,000 of paid up insurance and keep this coverage for 10 years; at age 70, coverage would be reduced by one-half but would be carried at no cost until death. PAMA will probably be cancelled 1 July due to enactment of Medicare; those participating in PAMA plan will receive refunds, although probably there will be an option for those wishing to convert to a policy supplementing Medicare.

f. CAREER SYSTEM AND HEADROOM. Career Service System has really jelled in past few years; career services doing great job in promotions, rotations, development, training and planning of personnel. Although promotions have logically slowed down, there is headroom in all parts of the Organization. Future looks particularly good because Organization still hasn't reached maximum size and because in next five years retirement rate will jump. Need for additional super grade positions has been proposed to BOB.

g. FITNESS REPORTS. Reporting has improved and reports better than ever before. Still striving for realism in and timeliness of reports.

25X1A 12. Logistical Planning: [REDACTED], DD/Log

Discussed Organization's property management system, explaining how it has worked for past 15 years, but why (because of inflexibility) it cannot continue to work. This where Property Requisitioning Authority (PRA) enters. O/L will begin to record PRA, and it necessary that all stations know and Headquarters be aware on monthly basis PRA obligations, and that PRA exists before issuance of any stocks.

25X1A Stirring ventilation of ideas followed between Headquarters representatives and
 25X1A constituents from [REDACTED] Saigon and other areas during which the automatic
 25X1A supply system from [REDACTED] to Saigon and [REDACTED] emerged as a contributing factor to 25X1A
 25X1A PRA limitations and depletion of the logistics stock funds. Up to the present, based upon
 25X1A monthly stock level reports from Saigon and [REDACTED] has shipped monthly (based
 25X1A upon fixed stock level agreements) the difference in supply to maintain agreed levels.
 Operating on an automatic basis, no requisitions have been submitted nor certifications
 25X1A demanded that PRA is available. By [REDACTED] later costing the shipments on a monthly
 basis, this has served to determine dollar amounts for PRA obligation recording purposes
 but possibly not be known to Headquarters and other field stations until 30-90 days later.

25X1A Agreeing that stock levels previously agreed upon by [REDACTED] and other SEA stations
 must be reviewed regularly to assure stock levels are consistent with program activities
 at those stations, a new procedure was jointly developed at the conference that effective
 25X1A immediately cable requests from [REDACTED] and Saigon to [REDACTED] will contain a state- 25X1A
 ment that all line items and levels have been examined, and either reaffirmed as essen-
 tial or recommended changes stated. While current levels are to be reported as
 previously, projected changes will be stated. The message will include a statement that
 the resupply request constitutes a requisition, and certification that PRA is available and
 obligated in the exact amount.

13. Other Second Day Intelligence: Headquarters Representatives

Mr. Bannerman stressed to all conferees that there should be no discussion with other organizations about our monetary procurement pipeline. . . . Hit heavily again on need for planning. In recognizing the preoccupation of operators in their programs and with often too little time to project requirements well ahead, he indicated a willingness to assign a competent planning officer to stations like Saigon, [REDACTED] and possibly others to handle planning requirements. This type of planning officer would aid in working up better format presentation and report to the station support chief. . . . Announced approval of new language program policy. Basically follows original program, but anyone claiming competency in a language must be tested by end of the year. By 1 July 1966, each office directed to designate positions requiring language competence. In the future, anyone headed for an overseas post must have a courtesy level knowledge in the necessary language, which will probably require 100 hours training Issuance of regulations has been speeded since a committee of Assistant Deputy Directors has taken over coordination--eliminating excessive paperwork and avoiding time-consuming discussions at lower levels. . . . Discussed SUPPORT BULLETIN. Concluded it very useful instrument in field stations and should be published more than twice a year. Requested stations submit any items of interest.

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[REDACTED] noted, in briefly discussing Vietnam tours of duty, all travel orders directing an individual to Vietnam PCS are written by FE Division. Persons refusing assignment are being declared surplus to the division. Have had less than a handful of refusals.

After a year of category "Z" travel, \$200,000 has been saved. Current review will determine whether it is continued. Conference discussion disclosed that "Z" travel from CONUS to a PCS point appears satisfactory, but TDY trips (with more than one authorized stop) has proved inflexible and unsatisfactory. Because of normal family's desire to use indirect travel on PCS from field to CONUS, conference sentiment was unanimously against "Z" travel to CONUS.

FRIDAY, 27 MAY

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15. Conclusion: Mr. Bannerman

Theme of conference obviously need for planning. Stressed that requirements for money and operational planning will be greatest problem facing many of us. Asked conferees to understand Headquarters problems with BOB and try to make peace with Headquarters' necessity from time to time to administer cuts in funds or personnel. Exhorted all to provide as much advance notice as possible for procurement of items, to consider always the possibility of a less expensive substitute. In closing, praised everyone for cooperation given and appreciation for work done.